NIH Table of Penalties

I. How and When to Use This Table

- A) **Refer to the table as a guide.** In each case, management officials must use their judgment when deciding to impose discipline for the inappropriate workplace behavior of an employee. This Table, while it cannot include all conceivable actions, does provide guidance on: (1) actions for which discipline is generally considered appropriate, (2) the range of severity of the discipline which NIH and other agencies typically apply to a given situation, and (3) the mitigating factors that may cause a supervisor to lower the penalty for a particular individual in a given situation.
- B) **Informal discipline.** The primary purpose of discipline is to set clear expectations and to ensure (to the extent possible) that the inappropriate conduct does not recur. For this reason, the first step is usually to speak with the employee and clearly state what was inappropriate about what the employee did and what is expected in the future. This is often simply an informal discussion, documented only by notes to the supervisor's file. If it is a second occurrence or a first occurrence of a more egregious nature, the supervisor may want to formally counsel the employee, documenting the counseling in writing, with a copy both to the employee and to the supervisor's file. If these efforts are not successful, the supervisor may consider a written admonishment that is not retained in the employee's Official Personnel Folder (OPF). If the employee continues to fail to improve, formal discipline may be the next step.
- C) **Formal disciplinary actions.** The lowest action that is considered formal discipline is a letter of reprimand, which is a temporary document that, after two years, is removed from the employee's OPF. This enables employees to have a "clean record" if they correct their behavior and do not repeat it or engage in any other misconduct. The next level of severity is a suspension, without pay, which remains in the employee's permanent record. Suspensions can range from one day to several weeks or months. Employees are entitled to appeal suspensions of more than fourteen calendar days to the Merit Systems Protection Board. Other appealable actions include downgrades, where employees are demoted to a job with less responsibility and less pay, and removal from federal service. In every case, the supervisor may also want to consider alternative discipline that allows for non-traditional ways to correct an employee's behavior and get him or her training or other help in acting more appropriately. More detailed information on alternative discipline options is provided in HHS Instruction 752-2.
- D) **Penalty determination.** It is the supervisors' responsibility, with guidance from their human resources staff, to determine the appropriate action to take based on the facts of the situation. Each situation will be unique, yet is likely to fall somewhere within the framework of the examples provided in the Table of Penalties, since this Table is based on the experiences of many offices within both NIH and the federal government as a whole. The Table provides commonly-used wording of charges and the ranges of discipline agencies have found to be effective. Adherence to the guidance offered in the Table helps provide both the flexibility to tailor actions to the circumstances of a particular case and a measure of equity and consistency NIH-wide.

Should an offense be committed that is not adequately or properly identified by one of the offenses listed in the Table of Penalties, the supervisor (with assistance from the human resources staff) must use his or her judgment of the terms and penalty that best fit the act for which the employee is being disciplined. If the range of penalties does not seem appropriate for a given case, others may be imposed after careful evaluation of the offense and the surrounding circumstances.

E) **Describing the offense.** When describing the charges (i.e., the offenses forming the basis for the action), the supervisor should use the wording in the Table of Penalties only when it applies. Particular care should be exercised to cite only those portions or phrases that are relevant. If the table does not accurately describe the misconduct, the charge should be composed to correctly and thoroughly explain what occurred. The penalty should be determined by consulting the table for the infraction that is most similar in nature and severity.

II. Consideration of mitigating or aggravating factors

- A) **Douglas Factors.** The following twelve factors come from a decision of the Merit Systems Protection Board (MSPB). This case was Douglas v. the Veterans Administration, thus these twelve points have come to be called the "Douglas Factors." When using the Table of Penalties, the supervisor must also review each of the twelve factors that apply in the particular case and address, in the body of the proposal and decision letters to the employee, how they were considered. These factors are:
- 1. Nature and seriousness of the offense and its relationship to the employee's job and duties:
 - whether it was intentional, technical, or inadvertent misconduct
 - whether it was committed maliciously for gain
 - whether it was frequently repeated
- 2. Employee's job level and type of appointment:
 - is the position supervisory or with a fiduciary role
 - is it a position with much responsibility, requiring high confidence and trust
 - does the position require frequent contacts with the public
 - is it a position of prominence
- 3. The employee's past disciplinary record
 - is there a pattern of misconduct, even with past discipline
 - are there repeated incidents of misconduct, even if not of the same type
- 4. The employee's past work record
 - length of service
 - job performance
 - ability to get along with fellow workers
 - dependability
- 5. Effect of offense on employee's ability to perform at a satisfactory level in the future and on the supervisor's confidence and trust in the employee
- 6. Consistency of the penalty with those imposed on others for the same or similar offenses, given the particular circumstances of the situation
- 7. Consistency of the penalty with any applicable table of penalties
- 8. The notoriety of the offense and its impact on the reputation of the agency
- 9. The clarity with which the employee was on notice of the rules violated and/or had previously been warned or counseled about the conduct
- 10. The potential for rehabilitation of the employee
- 11. Other mitigating circumstances, such as:
 - unusual job tensions
 - medical disabilities
 - harassment or provocation experienced by the employee
- 12. Whether there are alternative sanctions that could adequately and effectively deter such conduct in the future

Not all of these factors will be pertinent in every case. Depending on the circumstances of each situation, some factors will weigh in the employee's favor and others will not. For example, misconduct which may warrant only a reprimand to an employee in a lower grade may be intolerable if it involves an employee in a supervisory, fiduciary, or managerial position. Similarly, misconduct involving attendance of an

employee whose regular and prompt presence on the job is critical (e.g., for direct patient care and relief of other shift workers) may be viewed more seriously and considered as an aggravating factor (and thus merit a harsher penalty) than an employee whose regular and prompt presence, while required, is not as time-critical.

TABLE OF SUGGESTED PENALTIES

Attendance

In cases where maximum hours of accumulation of AWOL is accumulated in a single instance (i.e. consecutive hours/days), consideration should be given to proposing the higher penalty for the particular action.

NATURE OF MISCONDUCT	FIRST	SECOND	THIRD
	ACTION	ACTION	ACTION
-ABSENCE WITHOUT APPROVED LEAVE (AWOL) OR A PATTERN OF EXCESSIVE TARDINESS CHARGED AS AWOL - LESS THAN 8 HOURS ACCUMULATION (ABSENCE MUST BE CARRIED ON THE TIME AND ATTENDANCE RECORD AS AWOL.)	WRITTEN	WRITTEN	14-DAY
	WARNING	REPRIMAND	SUSPENSION
	TO 1-DAY	TO 14-DAY	TO
	SUSPENSION	SUSPENSION	REMOVAL
-ABSENCE WITHOUT APPROVED LEAVE (AWOL) - 8	WRITTEN	TO 30-DAY	30-DAY
TO 40 HOURS ACCUMULATION (ABSENCE MUST BE	REPRIMAND		SUSPENSION
CARRIED ON THE TIME AND ATTENDANCE RECORD AS	TO 14-DAY		TO
AWOL.)	SUSPENSION		REMOVAL
-ABSENCE WITHOUT APPROVED LEAVE (AWOL) - MORE THAN 40 HOURS (ABSENCE MUST BE CARRIED ON THE TIME AND ATTENDANCE RECORD AS AWOL.)	7-DAY SUSPENSION TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL
-FAILURE TO ADHERE TO RULES AND REGULATIONS FOR REQUESTING AND OBTAINING LEAVE APPROVAL	WRITTEN WARNING TO REPRIMAND	REPRIMAND TO 5-DAY SUSPENSION	14-DAY SUSPENSION TO REMOVAL
-FAILURE TO REPORT TO OR PERFORM OVERTIME (ASSIGNED OR VOLUNTARY)	WRITTEN WARNING TO 1-DAY SUSPENSION	3-DAY SUSPENSION TO 5-DAY SUSPENSION	7-DAY SUSPENSION TO 30-DAY SUSPENSION

General Misconduct

NATURE OF MISCONDUCT	FIRST	SECOND	THIRD
	ACTION	ACTION	ACTION
-CRIMINAL, DISHONEST, INFAMOUS OR NOTORIOUSLY DISGRACEFUL CONDUCT (ON DUTY OR OFF DUTY)	30-DAY SUSPENSION TO REMOVAL	REMOVAL	

-UNAUTHORIZED POSSESSION OF GOVERNMENT PROPERTY	REPRIMAND TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL	
-ACTUAL OR ATTEMPTED UNAUTHORIZED REMOVAL OF GOVERNMENT PROPERTY	14-DAY SUSPENSION TO REMOVAL	REMOVAL		
Note: This offense is of such a serious nature that removal, under circumstances, may be justified on the				

Note: This offense is of such a serious nature that removal, under circumstances, may be justified on the first infraction; for instance, when there is evidence that there has been collusion, the act is premeditated, or it is not an isolated instance of poor judgment on the part of the employee who has an otherwise unblemished record.

-LOSS OF, OR DAMAGE TO GOVERNMENT PROPERTY	WRITTEN REPRIMAND TO 5-DAY SUSPENSION	10-DAY SUSPENSION TO 30-DAY SUSPENSION	30-DAY SUSPENSION TO REMOVAL
-DISRUPTIVE, DISORDERLY, DISRESPECTFUL CONDUCT; USE OF INSULTING, ABUSIVE, OR OBSCENE LANGUAGE TO OR ABOUT COWORKERS OR SUPERVISOR; WHICH AFFECTS THE WORK ENVIRONMENT.	WRITTEN WARNING TO REMOVAL	5-DAY SUSPENSION TO REMOVAL	14-DAY SUSPENSION TO REMOVAL
-FIGHTING, THREATENING TO INFLICT BODILY INJURY TO ANOTHER.	5-DAY SUSPENSION TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL
-FAILURE TO HONOR JUST DEBTS OR LEGAL OBLIGATIONS WITHOUT GOOD CAUSE	REPRIMAND	REPRIMAND	REPRIMAND TO REMOVAL

NIH expects its employees to pay their just financial obligations and to maintain a reputation in the community for honoring their debts. Indebtedness *per se* is not a conduct offense; however, whether an employee acts responsibly to meet his or her just financial obligations must be evaluated and may be the basis for disciplinary action. There is no offense unless (a) the validity of the debt is established (normally by court judgment); (b) there has been a failure either to arrange for or to comply with a repayment schedule; and/or (c) the Agency receives a complaint from the creditor. Suspension is not normally an appropriate penalty in those indebtedness cases when it would be likely to aggravate the employee's financial problem. However, instances of deliberate refusal or flagrant, irresponsible conduct may justify such penalties. Letters of reprimand of increasingly severe nature will carry the same weight as suspensions when used as a basis for removal action.

CC	ALSIFICATION, MISSTATEMENT, OR INCEALMENT OF INFORMATION IN INNECTION WITH ANY OFFICIAL RECORD	TO REMOVAL	TT()	14-DAY SUSPENSION TO REMOVAL
TE	ISREPRESENTATION OF FACT; FALSE STIMONY; REFUSAL TO TESTIFY IN AN QUIRY, INVESTIGATION, OR OTHER OFFICIAL OCEEDING	REPRIMAND TO REMOVAL	REMOVAL	

This applies to inquiries, investigations and proceedings conducted by HHS, NIH, Justice Department and/or other Federal Law Enforcement authorities.

-FILING FALSE CLAIMS AGAINST THE GOVERNMENT OR ASSISTING IN THE PROSECUTION OF SUCH CLAIMS	REPRIMAND TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL	
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-MAKING FALSE OR MALICIOUS STATEMENTS TO HARM OR DESTROY THE REPUTATION, AUTHORITY, OR OFFICIAL STANDING OF INDIVIDUALS OR ORGANIZATIONS	REPRIMAND TO REMOVAL	5-DAY SUSPENSION TO REMOVAL	REMOVAL
-USING OR ALLOWING THE USE OF GOVERNMENT PROPERTY OR GOVERNMENT LEASED PROPERTY OF ANY KIND (INCLUDING EQUIPMENT, SUPPLIES, SERVICES, INFORMATION TECHNOLOGY RESOURCES (including the Internet), ETC.) FOR OTHER THAN OFFICIAL OR OFFICIALLY APPROVED ACTIVITIES.	REPRIMAND TO 14-DAY SUSPENSION	7-DAY SUSPENSION TO REMOVAL	REMOVAL
Use of NIH Information Technology Resources for downloading or storage of child pornography will result in an immediate proposal of removal and referral for prosecution.			
-MISUSE OF A GOVERNMENT VEHICLE	30-DAY SUSPENSION TO REMOVAL	REMOVAL	
31 U.S.C. 1349(b) provides that any officer or employee wh Government-owned or leased motor vehicle or aircraft for or less than 1 month and will be suspended for a longer period	ther than official p	purposes will be	suspended for not
-OPERATION OF A U.S. GOVERNMENT OWNED OR LEASED VEHICLE WITHOUT A VALID DRIVER'S LICENSE.	REPRIMAND TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL
-GAMBLING, BETTING, OR THE PROMOTION THEREOF ON NIH PREMISES DURING WORKING HOURS.	REPRIMAND TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL
This does not apply to purchase of state regulated lottery ticl	kets from authoriz	zed NIH Snack B	ars.
-UNAUTHORIZED PRESENCE ON NIH PREMISES AND WORK AREAS	WRITTEN WARNING TO 3-DAY SUSPENSION	REPRIMAND TO 14-DAY SUSPENSION	5-DAY SUSPENSION TO REMOVAL
-CONDUCT WHICH CAUSES THE EMPLOYEE TO BE			
CONVICTED OF A CRIMINAL CHARGE WHICH RELATES DIRECTLY TO THE DUTIES OF THE EMPLOYEE'S POSITION OR THE MISSION OF NIH	REMOVAL		
RELATES DIRECTLY TO THE DUTIES OF THE	REMOVAL SUSPENSION OF 1-14 DAYS	14-DAY SUSPENSION TO REMOVAL	REMOVAL

-DISCOURTEOUS CONDUCT TO THE PUBLIC, CONFIRMED BY AN IMMEDIATE SUPERVISOR'S REPORT OF FOUR SUCH INSTANCES WITHIN A 1-YEAR PERIOD, OR ANY OTHER PATTERN OF DISCOURTEOUS CONDUCT.

1-DAY SUSPENSION TO 14-DAY SUSPENSION

5-DAY SUSPENSION TO 30-DAY SUSPENSION

14-DAY SUSPENSION TO REMOVAL

Insubordination

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
-DEFIANCE OF AUTHORITY, REFUSAL TO FOLLOW	5-DAY	14-DAY	
INSTRUCTIONS (TO BE USED WHERE THERE IS EVIDENCE	SUSPENSION	SUSPENSION	REMOVAL
OF INTENT TO NOT COMPLY WITH INSTRUCTIONS),	TO	ТО	KENIOVAL
INSOLENT OR DISRESPECTFUL BEHAVIOR	REMOVAL	REMOVAL	

Conflict of Interest

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
IT BY SOLICITATION OR UNAUTHORIZED ACCEPTANCE OF GIFTS, FAVORS, GRATUITIES, ENTERTAINMENT, OR ANY OTHER		14-DAY SUSPENSION TO REMOVAL	REMOVAL
-OUTSIDE EMPLOYMENT OR OTHER ACTIVITY NOT PROPERLY APPROVED BY NIH OFFICIALS OR NOT COMPATIBLE WITH FULL AND PROPER DISCHARGE OF NIH DUTIES.	TO REMOVAL	14 -DAY SUSPENSION TO REMOVAL	REMOVAL

Discrimination

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
ORIGIN, AGE, MARITAL STATUS, LAWFUL POLITICAL AFEIL LATION I AROR ORGANIZATION MEMBERSHIP PHYSICAL	14-DAY SUSPENSION TO REMOVAL	30-DAY SUSPENSION TO REMOVAL	REMOVAL
ENGAGING IN PROTECTED CONDUCT	14-DAY SUSPENSION TO REMOVAL	30-DAY SUSPENSION TO REMOVAL	REMOVAL
COMMENTS, WHICH RELATE TO AN INDIVIDUAL'S RACE,	REPRIMAND TO REMOVAL	5-DAY SUSPENSION TO REMOVAL	REMOVAL

Sexual Misconduct

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
A. MOST SEVEREACTUAL OR ATTEMPTED RAPE OR SEXUAL ASSAULT.	REMOVAL		
B. SEVERESUCH AS PRESSURE FOR SEXUAL FAVORS.	14-DAY SUSPENSION TO REMOVAL	REMOVAL	
C. LESS SEVERESUCH AS UNINVITED TEASING, JOKES, REMARKS, OR QUESTIONS OF A SEXUAL NATURE.	REPRIMAND TO 14-DAY SUSPENSION	14-DAY SUSPENSION TO REMOVAL	REMOVAL

Intoxicants and Drugs

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION	
Before taking action against an employee for an offense under this category you must consult with your servicing personnel office to ascertain if there are any accommodation issues which must be addressed.				
-REPORTING FOR DUTY OR BEING ON DUTY UNDER THE INFLUENCE OF INTOXICANTS; UNAUTHORIZED POSSESSION OF OR BRINGING INTOXICANTS ON NIH PREMISES	REPRIMAND TO REMOVAL	7-DAY SUSPENSION TO REMOVAL	REMOVAL	
-REPORTING FOR DUTY OR BEING ON DUTY UNDER THE INFLUENCE OF UNPRESCRIBED OR ILLEGAL NARCOTICS OR DRUGS	7-DAY SUSPENSION TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL	
-USE OF INTOXICANTS OR UNPRESCRIBED OR ILLEGAL NARCOTICS OR DRUGS ON GOVERNMENT PROPERTY	14-DAY SUSPENSION TO REMOVAL	REMOVAL		
-POSSESSION, UNAUTHORIZED SALE OR TRANSFER OF NARCOTICS OR DRUGS ON GOVERNMENT PROPERTY	14-DAY SUSPENSION TO REMOVAL	REMOVAL		
-OPERATING U.S. GOVERNMENT-OWNED OR LEASED VEHICLES OR CONVEYANCE (OR PRIVATELY OWNED VEHICLES ON OFFICIAL BUSINESS) WHILE UNDER THE INFLUENCE OF INTOXICANTS OR DRUGS	14-DAY SUSPENSION TO REMOVAL	REMOVAL		
-IMPROPER USE OF INTOXICANTS OR DRUGS FOLLOWING REHABILITATIVE EFFORTS	CONSULT WITH ICD PERSONNEL OFFICE PER NOTE ABOVE.			

Work Performance

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
-FAILURE TO FOLLOW INSTRUCTIONS	REPRIMAND TO 5-DAY SUSPENSION	7-DAY SUSPENSION TO 30-DAY SUSPENSION	14-DAY SUSPENSION TO REMOVAL
-NEGLIGENCE WHERE WASTE OR OTHER COST IS INSUBSTANTIAL	REPRIMAND	REPRIMAND TO 14-DAY SUSPENSION	14-DAY SUSPENSION TO REMOVAL
-NEGLIGENCE WHERE WASTE OR OTHER COST IS SUBSTANTIAL	5 TO 14-DAY SUSPENSION	14-DAY SUSPENSION TO REMOVAL	REMOVAL
A single act of gross negligence can warrant removal for a first of	offense.		
-CONCEALING OR ATTEMPTING TO CONCEAL DEFECTIVE WORK; REMOVING OR DESTROYING DEFECTIVE WORK WITHOUT PERMISSION	REPRIMAND TO 5-DAY SUSPENSION	5 TO 14-DAY SUSPENSION	14-DAY SUSPENSION TO REMOVAL
-MALINGERING, WASTING DUTY TIME, INATTENTION TO DUTY, OR LEAVING JOB TO WHICH ASSIGNED DURING WORKING HOURS WITHOUT PERMISSION	WRITTEN WARNING TO REPRIMAND	REPRIMAND TO 7-DAY SUSPENSION	7-DAY SUSPENSION TO REMOVAL

Sleeping on Duty

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
-WHEN LIFE, PROPERTY, OR	WRITTEN WARNING	WRITTEN REPRIMAND	14-DAY
SECURITY IS NOT	TO 3-DAY	TO 14-DAY	SUSPENSION TO
ENDANGERED	SUSPENSION	SUSPENSION	REMOVAL
,		14-DAY SUSPENSION TO REMOVAL	REMOVAL

Safety

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
FOR PERSONAL SAFETY, SAFETY RULES,	IT()3-1)AY	3 TO 14-DAY SUSPENSION	
-VIOLATION OF SAFETY REGULATION WHICH ENDANGERS LIFE OR PROPERTY OR CAUSES INJURY	7-DAY SUSPENSION TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL

-FAILURE TO OBSERVE "NO SMOKING" REGULATIONS	WRITTEN WARNING		3 TO 14-DAY SUSPENSION
-FAILURE OR REFUSAL TO WEAR/USE PROTECTIVE EQUIPMENT/DEVICES WHEN PROVIDED AND/OR WHEN SAFETY RULES/PROCEDURES REQUIRE THEIR USE	REPRIMAND TO 7-DAY SUSPENSION	SUSPENSION TO	14-DAY SUSPENSION TO REMOVAL
-REQUIRING OR ALLOWING SUBORDINATES TO PERFORM WORK ACTIVITIES IN AN UNSAFE MANNER OR WHERE CONDITIONS ARE UNSAFE AND/OR UNHEALTHY	REPRIMAND TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL

Security

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
-PROCEDURAL OR ADMINISTRATIVE DEVIATION FROM SECURITY PROCEDURES (CLASSIFIED MATERIAL HAS NOT BEEN COMPROMISED)	WARNING TO	TO 14-DAY	7-DAY SUSPENSION TO REMOVAL
-FAILURE TO SAFEGUARD CLASSIFIED MATERIAL RESULTING IN UNAUTHORIZED DISCLOSURE OR COMPROMISE OF CLASSIFIED MATERIAL	REPRIMAND TO	5-DAY SUSPENSION TO REMOVAL	14-DAY SUSPENSION TO REMOVAL

Fiscal Irregularities

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
GOVERNMENT FUNDS OR OF OTHER FUNDS WHICH CAME INTO	REPRIMAND TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL
FALSELY STATED TRAVEL, PAYROLL, PURCHASE VOUCHERS,	REPRIMAND TO REMOVAL	14-DAY SUSPENSION TO REMOVAL	REMOVAL

Prohibited Political Activity

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
A. ENGAGING IN TYPES OF POLITICAL ACTIVITIES	30-DAY		
PROHIBITED BY LAW OR BY GOVERNMENTWIDE	SUSPENSION TO	REMOVAL	
REGULATIONS.	REMOVAL		

Professional Misconduct

NATURE OF MISCONDUCT	FIRST ACTION	SECOND ACTION	THIRD ACTION
VIOLATION OF RECOGNIZED PROFESSIONAL OR	REPRIMAND	7-DAY	
AGENCY STANDARDS OF MEDICAL ETHICS OR	TO	SUSPENSION TO	REMOVAL
PATIENT CARE	REMOVAL	REMOVAL	